| Retirement Date | Director | Other Directorships |
|---|---|---|
| 1992 | **H. Maxwell**<br>Chairman of the Executive Committee<br>Philip Morris Companies Inc.<br><br>Training/Experience<br>marketing | America-European Community Association - **$170,000**<br>American Friends of Cambridge University<br>Bankers Trust Company<br>Bankers Trust New York Corporation<br>Foreign Policy Association<br>Insititue for Advanced Study<br>New York Public Library - **$75,920**<br>The New York Society for International Affairs, Inc. - **$10,000**<br>The News Corporation<br>Norton Gallery<br>Overseers Cornell University Medical Center |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 1994 | **J. A. Cordido-Freytes, Ph.D.**<br>Member<br>Betancourt, Cordido & Associates, Caracas, Venezuela, Attorneys;<br>President<br>C.A. Tabacalera Nacional<br><br>Training/Experience<br>law, education | None |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 1994 | **T. J. Moore, Jr.**<br>Counsel<br>Hunton & Williams<br>Attorneys-at-Law<br>(Formerly Chairman & CEO<br>Dominion Resources, Inc.,<br>now retired)<br><br>Training/Experience<br>law, utilities | Central Fidelity Banks, Inc.<br>Colonial Williamsburg Foundation (Trustee) - **$63,000**<br>Dominion Resources, Inc.<br>Eron/Dominion Coegen Corp.<br>GTE Corporation<br>Richmond Renaissance Incorporated - **$30,000**<br>Virginia Foundation for Independent Colleges (Trustee) |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 1995 | **P. W. Douglas**<br>Retired Chairman & CEO<br>The Pittston Company<br><br>Training/Experience<br>economics, finance | George C. Marshall Foundation (Trustee)<br>Holmes Protection Group<br>International Center for the Disabled (Trustee) - **$7,500**<br>MacMillan Bloedel Ltd. (Vancouver)<br>New York Life Insurance Company<br>Phelps-Dodge Corporation<br>St. Lukes Roosevelt Hospital (Trustee)<br>United States Trust Corporation & United States Trust Co. of New York |



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| Retirement Date | Director | Other Directorships |
|---|---|---|
| 1996 | **H. Brown, Ph.D.**<br>Counselor<br>Center for Strategic and International Studies (CSIS);<br>Partner, Warburg, Pincus and Company<br>(Formerly:<br>Chairman, Foreign Policy Institute<br>The Johns Hopkins University<br>School of Advanced International Studies;<br>U.S. Secretary of Defense;<br>General Partner, Warburg, Pincus & Company)<br><br>Training/Experience<br>physics, university administration, military research, government | AMAX, Inc.<br>Arnold and Mabel Beckman Foundation<br>California Institute of Technology (Trustee)<br>CBS, Inc.<br>Cummins Engine Co., Inc.<br>Evergreen Holdings, Inc.<br>IBM Corporation<br>Mattel Inc.<br>Rand Corporation (Trustee)<br>Trilateral Commission (North America) |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 1996 | **J. M. Richman**<br>Counsel<br>Wachtell, Lipton, Rosen & Katz<br>Attorneys-at-law<br>(Formerly<br>Chairman and CEO)<br>Kraft General Foods)<br><br>Training/Experience<br>law, food manufacturing, marketing | Continental Bank Corporation<br>Continental Bank N.A.<br>Evanston Hospital Corporation - **$25,000**<br>The Johnson Foundation<br>Northwestern University (Trustee) - **$78,000**<br>R.R. Donnelley & Sons Company<br>USX Corporation |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 1997 | **H. G. Storr**<br>Executive Vice President &<br>Chief Financial Officer<br>Philip Morris Companies Inc.<br>Chairman & CEO<br>Philip Morris Capital Corporation<br><br>Training/Experience<br>finance, accounting | Chemical Bank (Advisory Board)<br>International Tennis Hall of Fame - **$80,000**<br>(Director & Treasurer)<br>Klingelnberg Corporation |

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| Retirement Date | Director | Other Directorships |
|---|---|---|
| 1998 | **R. E. R. Huntley**<br>Counsel<br>Hunton & Williams<br>(Formerly:<br>President, Washington and Lee University<br>Dean of Law School,<br>Washington and Lee University)<br><br>Training/Experience<br>law, education, catalog sales | Richmond Renaissance - **$30,000**<br>Sprint<br>Union Theological Seminary (Member, Board of Trustees)<br>Virginia Foundation for Independent Colleges (Trustee)<br>Virginia Historical Society (Trustee) - **$110,000** |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 1999 | **J. D. Nichols**<br>Chairman & CEO<br>Illinois Tool Works<br>(Formerly:<br>Executive Vice President and COO Aerojet-General Corp.;<br>Director, Financial Controls<br>ITT Corporation)<br><br>Training/Experience<br>manufacturing | Argonne National Laboratory<br>Art Institute of Chicago - **$265,000**<br>Business Roundtable<br>Chicago Symphony Orchestra - **$36,000**<br>Household International Corporation<br>Junior Achievement of Chicago - **$100,000**<br>Lyric Opera of Chicago - **$146,000**<br>Museum of Science and Industry - **$55,000**<br>Rockwell International Corporation<br>Stone Container Corporation<br>University of Chicago (Trustee) |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2000 | **M. H. Bring**<br>Senior Vice President & General Counsel<br>Philip Morris Companies Inc.<br>(Formerly:<br>Senior Partner, Arnold & Porter)<br><br>Training/Experience<br>law, government | Lawyers' Committee for Civil Rights Under Law - **$12,500**<br>The Legal Aid Society - **$110,000**<br>New York City Opera Co. - **$100,000**<br>New York Law Center Foundation<br>Whitney Museum of American Art (Trustee) - **$137,920** |



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| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2000 | **W. H. Donaldson**<br>Chairman & CEO<br>New York Stock Exchange, Inc.<br>(Formerly:<br>Dean of the Graduate School of Management of Yale University<br>William S. Beinecke Professor in Management Studies<br>Counsel to the Vice President of the United States<br>U.S. Undersecretary of State<br>Co-founder, Chairman and CEO<br>Donaldson, Lufkin & Jenrette, Inc.)<br><br>Training/Experience<br>finance, education, management, government | Aetna Life & Casualty Co.<br>Business Council of the State of New York<br>Carnegie Endowment for World Peace<br>Council on Foreign Relations<br>Honeywell, Inc.<br>Lincoln Center for the Performing Arts, Inc. - **$350,920**<br>Marine Corps Command & Staff College (Trustee)<br>National Executive Service Corps - **$2,500**<br>New York City Partnership - **$87,500**<br>St. Lawrence University (Trustee) |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2000 | **K. R. Murdoch**<br>Chairman & CEO<br>The News Corporation Limited<br><br>Training/Experience<br>publishing, motion pictures, television | None |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2001 | **R. W. Murray**<br>President and COO<br>Philip Morris Companies Inc.<br><br>Training/Experience<br>finance, accounting, marketing | Alvin Ailey American Dance Theater - **$358,420**<br>American Museum of Natural History - **$35,000**<br>International Tennis Hall of Fame - **$80,000**<br>Polytechnic University (Trustee) - **$31,000**<br>United Negro College Fund - **$1,051,420** |

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| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2004 | **M. A. Miles**<br>Chairman of the Board & CEO<br>Philip Morris Companies Inc.<br><br>Training/Experience<br>advertising, marketing, fast food | Business Committee for the Arts, Inc. - **$5,000**<br>The Business Council<br>The Business Roundtable<br>The Chicago Council on Foreign Relations<br>The Conference Board (Trustee) - **$51,000**<br>Grocery Manufacturers of America, Inc.<br>J.L. Kellogg Graduate School of Management - **$1,250**<br>Junior Achievement of Chicago - **$100,000**<br>The Lyric Opera of Chicago - **$146,000**<br>National Multiple Sclerosis Society NYC Chapter - **$61,500**<br>New York Chamber of Commerce and Industry<br>New York City Partnership Inc. - **$87,500**<br>President's Advisory Committee for Trade Policy and Negotiations<br>Sears, Roebuck and Company |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2006 | **R. S. Penske**<br>President<br>Penske Corporation;<br>Chief Executive Officer,<br>Detroit Diesel Corporation and Penske Truck Leasing Corporation<br><br>Training/Experience<br>transportation,<br>automotive technology,<br>retail sales | American Express Company<br>Conner Peripherals, Inc.<br>Henry Ford Museum & Greenfield Village (Trustee)<br>Shearson Lehman Brothers Holdings, Inc. |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2007 | **E. E. Bailey, Ph.D.**<br>John C. Howard Professor of Public Policy & Management,<br>The Wharton School of the University of Pennsylvania<br>(Formerly:<br>Dean, Graduate School of Industrial Administration,<br>Carnegie-Mellon University;<br>Vice-Chairman, Civil Aeronautics Board)<br><br>Training/Experience<br>economics, research, teaching | Brookings Institution<br>College Retirement Equities Fund<br>CSX Corporation<br>Honeywell Inc.<br>National Westminster Bancorp Inc.<br><br>**(Note: $89,500 contributed to The Wharton School.)** |



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| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2008 | **J. S. Reed**<br>Chairman<br>Citicorp and Citibank, N.A.<br><br>Training/Experience<br>engineering, finance | Americas Society - **$25,000**<br>Center for the Advanced Study in Behavioral Sciences<br>Corporation of MIT (Member)<br>Memorial Sloan-Kettering Cancer Center (Board of Managers)<br>Monsanto Co.<br>National Bureau of Economic Research, Inc. - **$15,000** (Trustee)<br>Rand Corporation<br>Russell Sage Foundation (Trustee)<br>Spencer Foundation |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2010 | **Stephen M. Wolf**<br>Chairman & CEO<br>UAL Corporation & United Airlines<br><br>(Formerly President and CEO Tiger International, Inc.; President and CEO Republic Airlines; President and COO Continental Airlines<br><br>Training/Experience<br>airline industry | Air Transport Association of America<br>Alzheimers Disease and Related Disorders Assoc. - **$1,200**<br>Chicago-Cities in School<br>Chicago Council on Foreign Relations<br>Chicago Symphony Orchestra - **$36,000**<br>The Conference Board (Trustee) - **$51,000**<br>Illinois Dept. of Public Aid<br>Project Chance<br>Rush-Presbyterian-St. Luke's Medical Center<br>Seattle Museum of Flight<br>The Business Roundtable<br>Conagra (Former Director) |

| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2013 | **J. Evans**<br>Vice President & General Manager<br>Home & Personal Services Division<br>U.S. West Communications, Inc.<br><br>Training/Experience<br>marketing, direct mail, retailing | Catalyst - **$26,420**<br>Edison Brothers Stores, Inc.<br>Ladies Professional Golf Association<br>Maidenform Inc. (Advisory Board)<br>The Phoenix Heard Museum<br>Women's Forum<br>Young Presidents' Organization |

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| Retirement Date | Director | Other Directorships |
|---|---|---|
| 2017 | **R. D. Parsons**<br>Chairman & CEO<br>The Dimes Savings Bank of New York, FSB<br><br>Training/Experience<br>law | Federal National Mortgage Association<br>Howard University (Trustee) - **$25,000**<br>Metropolitan Museum of Art (Trustee) - **$1,042,000**<br>Rockefeller Brothers Fund<br>Time Warner Inc. |

**Emeritus Directors**

| Retirement Date | Chairman Emeritus | Other Directorships |
|---|---|---|
| Permanent | **J. F. Cullman 3rd**<br>Chairman Emeritus<br>Philip Morris Companies Inc.<br><br>Training/Experience<br>business, marketing | African Wildlife Foundation<br>American Museum of Natural History (Trustee) - **$35,000**<br>Atlantic Salmon Federation (U.S.) (Chairman)<br>IBM World Trade Europe (Honorary Director)<br>International Tennis Hall of Fame - **$80,000**<br>(Chairman of Executive Committee)<br>Walt Disney Company (Director Emeritus)<br>World Wildlife Fund - The Conservation Foundation<br>(Chairman Executive Committee) - **$62,500** |

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